*This summary aims to give you an overview of the information contained in this Document. As this is a summary, it does not contain all the information that may be important to you. You should read the entire Document before you decide to* [**REDACTED**] *in our H Shares. There are risks associated with any* [**REDACTED**]. *Some of the particular risks in* [**REDACTED**] *in our Shares are set out in the section headed "Risk Factors" in this Document. You should read that section carefully before you decide to* [**REDACTED**] *in our H Shares. Various expressions used in this section are defined in the sections headed "Definitions" and "Glossary" in this Document.*

## OVERVIEW

We develop and sell cognitive intelligence products that enable enterprises to operate and optimize their production and business operations. Our products primarily include: (i) cognitive intelligence algorithm platform, which provides the core infrastructure and capabilities for developing, deploying, and operating cognitive intelligence applications; (ii) industrial-grade intelligent agents for industrial production scenario, and (iii) operational decision intelligent agents for enterprise operations. Our products are mainly offered through either software or integrated software-hardware solutions, and can be deployed on-premise and integrated into customers' existing systems and workflows.

By integrating data with domain knowledge, our products perform reasoning, decision-making, and continuous optimization in complex real-world environments, bringing enterprises' data, expert knowledge, and business processes together into intelligent workflows that allow them to operate more efficiently, allocate resources more effectively, and make better-informed decisions. Our products are deployed across a diverse range of industries, including industrial manufacturing, cultural tourism, IT services, scientific research, and public services. We experienced significant growth during the Track Record Period, reflecting strong market adoption of our products, with revenue increasing by 105.4% from RMB65.6 million in 2023 to RMB134.7 million in 2024, and by a further 251.7% to RMB473.6 million in 2025.

Existing AI technologies have yet to achieve artificial general intelligence and have struggled to meet the stringent requirements of enterprises' core decision-making in operations and production, commonly exhibiting limitations such as insufficient interpretability and trustworthiness and weak logical reasoning. Against this backdrop, the value of cognitive intelligence, distinguished by its capacity for logical and causal reasoning and trustworthy decision-making, has become increasingly significant, as AI gradually transitions from an early paradigm reliant on large-scale data training toward a more advanced approach that integrates knowledge with data to solve problems with fewer samples and greater efficiency. According to Frost & Sullivan, the enterprise cognitive intelligence algorithm market in China grew from RMB9.3 billion in 2021 to RMB27.4 billion in 2025, and is expected to reach RMB142.2 billion by 2030, representing a CAGR of 39.0% from 2025 to 2030. In terms of revenue in 2025, we ranked as the fourth-largest enterprise cognitive intelligence algorithm service provider in China.

Our cognitive intelligence capabilities rest on three core technologies: a nonlinear-expectation-based algorithm framework that enables few-shot learning from only a small number of labeled samples while maintaining strong performance under complex, dynamic data conditions; a knowledge-ontology-based fusion reasoning paradigm that integrates domain knowledge with data-driven modeling to anchor outputs to verified knowledge, improving explainability and reducing errors; and a neuro-symbolic cognitive planning and decision system that combines neural generation, symbolic verification, and reinforcement learning in a closed-loop process to break down complex tasks and improve decision reliability in high-stakes scenarios.

These technologies are delivered through our three categories of products. Our cognitive intelligence algorithm platform, the foundational layer of our architecture, integrates computing resources, data, and algorithm models into a unified environment for developing, training, deploying, and managing intelligent applications, and includes a standardized library of over 200,000 operators and models as of the Latest Practicable Date. Built on this platform, our industrial-grade intelligent agents are embedded with industry-specific knowledge to support process control, quality prediction, monitoring, and production optimization in complex manufacturing settings such as steel and metallurgy, non-ferrous metals, and fine chemicals; and our operational decision intelligent agents integrate enterprise data, business rules, and workflows to support knowledge management, data analysis, task execution, and decision-making across functions including research and development, production, sales and marketing, financial management, and risk control.

## OUR STRENGTHS

We believe that the following strengths have contributed to our success and differentiated us from our competitors: (i) a pioneer and leader in cognitive intelligence; (ii) full-stack proprietary algorithm grounded in technology innovation; (iii) industry innovation through a scalable "1+X" business model; (iv) vertical barriers anchored by technological enhancement and pioneering market position; and (v) top-tier talent and forward-looking R&D. See "Business — Our Strengths" for details.

## OUR STRATEGIES

We plan to execute the following strategies to drive our future growth: (i) advancing our core proprietary technology; (ii) evolving our products; (iii) deepening use cases and expanding into new industries; and (iv) developing our organization and talent. See "Business — Our Strategies" for details.

## OUR SUPPLIERS

Our suppliers primarily consist of providers of technology services, hardware, deployment services and design services. Our purchases from the five largest suppliers in each year during the Track Record Period amounted to RMB16.0 million, RMB48.2 million and RMB78.4 million, representing 30.9%, 36.4% and 23.0% of our total purchases, respectively, and our purchases from the largest supplier in each year during the Track Record Period amounted to RMB5.7 million, RMB13.1 million and RMB20.3 million, representing 11.0%, 9.9% and 5.9% of our total purchases for the same year. All of our five largest suppliers were Independent Third Parties, and none of our Directors, their close associates or any of our Shareholders who, to the knowledge of our Directors, owned more than 5% of our issued share capital had any interest in any of our five largest suppliers. For more details, see "Business — Our Suppliers."

## OUR CUSTOMERS

We have a high-quality and diverse client base, which expanded rapidly over the Track Record Period. We serve customers across industrial manufacturing, cultural tourism, IT services, and scientific research and public services. Our sales to the five largest customers in each year during the Track Record Period amounted to RMB21.0 million, RMB63.5 million and RMB126.2 million, representing 32.1%, 47.2% and 26.7% of our total revenue, respectively, and our sales to the largest customer in each year during the Track Record Period amounted to RMB4.9 million, RMB18.6 million and RMB41.5 million, representing 7.5%, 13.8% and 8.8% of our total revenue for the same year. All of our five largest customers were Independent Third Parties, and none of our Directors, their close associates or any of our Shareholders who, to the knowledge of our Directors, owned more than 5% of our issued share capital had any interest in any of our five largest customers. For details, see "Business — Our Customers."

## SUMMARY OF CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

The following table sets forth a summary of our consolidated statements of profit or loss for the years indicated.

| | For the year ended December 31, | | | | | |
|---|---|---|---|---|---|---|
| | 2023 | | 2024 | | 2025 | |
| | *RMB'000* | *%* | *RMB'000* | *%* | *RMB'000* | *%* |
| **REVENUE** | 65,574 | 100.0 | 134,663 | 100.0 | 473,615 | 100.0 |
| Cost of sales | (43,361) | (66.1) | (91,406) | (67.9) | (298,228) | (63.0) |
| **Gross profit** | 22,213 | 33.9 | 43,257 | 32.1 | 175,387 | 37.0 |
| Other income and gains | 13,753 | 21.0 | 7,685 | 5.7 | 7,081 | 1.5 |
| Selling and marketing expenses | (31,292) | (47.7) | (44,328) | (32.9) | (62,102) | (13.1) |
| Administrative expenses | (39,570) | (60.3) | (40,638) | (30.2) | (40,613) | (8.6) |
| Research and development expenses | (83,228) | (126.9) | (107,252) | (79.6) | (114,292) | (24.1) |
| Impairment losses on financial and contract assets, net | (1,042) | (1.6) | (8,982) | (6.7) | (11,738) | (2.5) |
| Other expenses | (2) | (0.0) | (135) | (0.1) | (206) | (0.0) |
| Finance costs | (4,432) | (6.8) | (5,541) | (4.1) | (6,275) | (1.3) |
| **LOSS BEFORE TAX** | (123,600) | (188.5) | (155,934) | (115.8) | (52,758) | (11.1) |
| Income tax expense | – | – | – | – | – | – |
| **LOSS AND TOTAL COMPREHENSIVE LOSS FOR THE YEAR** | (123,600) | (188.5) | (155,934) | (115.8) | (52,758) | (11.1) |

## NON-IFRS FINANCIAL MEASURES

We define our adjusted net loss (non-IFRS measure) by adding back share-based payments. Share-based payments relate to the share-based awards that we granted and are non-cash in nature. We exclude this item because it is not expected to result in future cash payments.

The following tables reconcile Non-IFRS measures for the years presented with the nearest measures prepared in accordance with IFRS Accounting Standards.

| | For the year ended December 31, | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| | *RMB'000* | *RMB'000* | *RMB'000* |
| **Reconciliation of net loss and adjusted net loss (non-IFRS measure)** | | | |
| Net loss | (123,600) | (155,934) | (52,758) |
| *Add:* | | | |
| Share-based payments | 31,317 | 34,903 | 37,546 |
| **Adjusted net loss (non-IFRS measure)** | **(92,283)** | **(121,031)** | **(15,212)** |

For details, see "Financial Information — Discussion of Results of Operations."

## SUMMARY OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITIONS

The table below sets forth selected information from our consolidated balance sheets as of the dates indicated, which has been extracted from the Accountant's Report included in Appendix I to this Document:

| | As of December 31, | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| | | *RMB'000* | |
| **Non-current assets** | **128,306** | **126,022** | **139,974** |
| **Current assets** | 181,662 | 285,044 | 463,829 |
| **Current liabilities** | 199,410 | 295,130 | 462,785 |
| **Net current (liabilities)/assets** | (17,748) | (10,086) | 1,044 |
| **Total assets less current liabilities** | 110,558 | 115,936 | 141,018 |
| **Non-current liabilities** | 2,252 | 13,661 | 13,955 |
| **Net assets** | 108,306 | 102,275 | 127,063 |

We had net current liabilities of RMB17.7 million and RMB10.1 million as of December 31, 2023 and 2024, respectively, and had net current assets of RMB1.0 million as of December 31, 2025.

Our net current liabilities decreased from RMB17.7 million as of December 31, 2023 to RMB10.1 million as of December 31, 2024, primarily attributable to an increase in cash and cash equivalents, partially offset by (i) an increase in bank borrowing, which bore a relatively low interest rate as a support provided by top commercial banks, and (ii) an increase in trade payables as a result of our business expansion.

We had net current liabilities of RMB10.1 million as of December 31, 2024, and net current assets of RMB1.0 million as of December 31, 2025. The change is primarily attributable to an increase in trade and bills receivables as a result of our business expansion; which was partially offset by (i) a continued increase in trade payables as a result of our business expansion, and (ii) a decrease in cash and cash equivalents primarily in relation to cash used for business expansion.

We recorded net current liabilities of RMB40.8 million as of April 30, 2026, as compared to net current assets of RMB1.0 million as of December 31, 2025. The change is primarily attributable to (i) a decrease in trade and bills receivables as a result of our collection efforts, and (ii) an increase in bank borrowings to support our business growth, partially offset by a decrease in trade payables settled by us.

For a detailed discussion of our current assets and current liabilities during the Track Record Period, see "Financial Information — Discussion of Certain Key Items from our Consolidated Statements of Financial Position."

## SUMMARY OF CONSOLIDATED STATEMENTS OF CASH FLOWS

The following table presents our consolidated cash flow data for the years indicated.

| | For the year ended December 31, | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| | | *RMB'000* | |
| Net cash flows used in operating activities | (67,890) | (94,814) | (102,685) |
| Net cash flows from/(used in) investing activities | 20,164 | 7,412 | (24,788) |
| Net cash flows from financing activities | 31,803 | 177,028 | 80,737 |
| **Net (decrease)/increase in cash and cash equivalents** | **(15,923)** | **89,626** | **(46,736)** |

| | For the year ended December 31, | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| | | *RMB'000* | |
| Cash and cash equivalents at beginning of year | 68,763 | 52,840 | 142,466 |
| **Cash and cash equivalents at end of year** | **52,840** | **142,466** | **95,730** |

During the Track Record Period and as of the Latest Practicable Date, our principal sources of liquidity have been cash generated from operating activities and borrowings from banks.

In light of the net operating cash outflow recorded during the Track Record Period, we plan to implement a range of measures aimed at enhancing operational efficiency and improving cash flow performance, including but not limited to the following:

- Optimizing credit and collection policies. We will further enhance customer credit management, refine payment terms, improve collection efficiency, and strengthen internal processes to accelerate the recovery of trade receivables and improve cash utilization.

- Improving operational process efficiency. We intend to streamline operational workflows and upgrade information systems to improve efficiency from order placement to delivery, reduce turnaround time, and facilitate faster cash conversion.

- Enhancing supplier collaboration mechanism. We will continue to strengthen our relationships with key suppliers and negotiate more flexible payment arrangements to better manage cash outflows.

- Strengthening budget control and cost management. We plan to improve our budget discipline and cost control framework, allocate operational expenses more prudently, and regularly assess the cost-effectiveness of spending to avoid unnecessary or premature expenditures.

For details, see "Financial Information — Liquidity and Capital Resources."

## KEY FINANCIAL RATIOS

The following table sets forth some of our key financial ratios for the years indicated.

| | As of December 31, | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| Revenue growth rate (%) | NA | 105.4 | 251.7 |
| Gross profit margin[1] (%) | 33.9 | 32.1 | 37.0 |
| Adjusted net loss margin (non-IFRS measure)[2] (%) | (140.7) | (89.9) | (3.2) |
| Net loss margin[3] (%) | (188.5) | (115.8) | (11.1) |
| Current ratio[4] | 0.91 | 0.97 | 1.00 |

*Notes:*

(1) Gross profit margin equals gross profit divided by revenue for the year and multiplied by 100%.

(2) Adjusted net loss margin (non-IFRS financial measure) equals adjusted net loss (non-IFRS financial measure) divided by revenue for the year and multiplied by 100%.

(3) Net loss margin equals net profit/loss divided by revenue for the year and multiplied by 100%.

(4) Current ratio is calculated by dividing current assets by current liabilities as of the date indicated.

For a more comprehensive discussion of the factors affecting our key financial ratios during the Track Record Period, see "Financial Information — Discussion of Results of Operations."

## OUR KEY OPERATING DATA

| | For the year ended December 31, | | |
|---|---|---|---|
| | **2023** | **2024** | **2025** |
| **Cognitive intelligence algorithm platforms** | | | |
| Revenue (*RMB'000*) | 20,427 | 58,029 | 237,927 |
| Number of customers | 14 | 15 | 57 |
| Average spending per customer (*RMB'000*) | 1,459 | 3,869 | 4,174 |
| **Industrial-grade intelligent agents** | | | |
| Revenue (*RMB'000*) | 12,625 | 37,640 | 118,016 |
| Number of customers | 8 | 9 | 33 |
| Average spending per customer (*RMB'000*) | 1,578 | 4,182 | 3,576 |
| **Operational decision intelligent agents** | | | |
| Revenue (*RMB'000*) | 26,278 | 23,562 | 111,136 |
| Number of customers | 45 | 45 | 44 |
| Average spending per customer (*RMB'000*) | 584 | 524 | 2,526 |

## BUSINESS SUSTAINABILITY AND PATH TO PROFITABILITY

We were loss-making during the Track Record Period. We incurred net losses of RMB123.6 million, RMB155.9 million, and RMB52.8 million in 2023, 2024, and 2025, respectively. Our adjusted net loss (a non-IFRS measure), which is defined as loss for the year adjusted by adding back share-based payments, was RMB92.3 million, RMB121.0 million, and RMB15.2 million for the same years, representing 140.7%, 89.9%, and 3.2% of our revenue, respectively.

These losses were principally attributable to the substantial upfront investment we made in foundational research and in building our cognitive intelligence algorithm platform and products during a period of rapid growth. Our net loss increased from 2023 to 2024, primarily due to increased research and development and selling and marketing expenses as we expanded our technology base and customer coverage. Our net loss then narrowed significantly to RMB52.8 million in 2025, primarily due to the substantial growth of our revenue and the operating leverage in our business model.

We plan to continue to improve our financial performance and achieve profitability by the following measures:

- **Accelerating revenue growth**. Our revenue increased from RMB65.6 million in 2023 to RMB134.7 million in 2024, and further to RMB473.6 million in 2025, representing a growth rate of 105.4% in 2024 and 251.7% in 2025. We expect to continue to grow our revenue by (i) deepening our penetration of existing verticals such as industrial manufacturing, where we have established a leading position and reference customers; and (ii) increasing the revenue we derive from existing customers as they adopt additional modules and expand their use of our products.

- **Improving our gross profit margin**. Our gross profit margin was 33.9%, 32.1%, and 37.0% in 2023, 2024, and 2025, respectively. We expect our gross profit margin to improve over the long term as the revenue contribution from our higher-margin cognitive intelligence algorithm platform continues to increase, and as the reusability of our technology reduces the marginal cost of each new deployment.

- **Effectively managing our costs and expenses and enhancing operating leverage**. During the Track Record Period, each of our research and development expenses, selling and marketing expenses, and administrative expenses as a percentage of total revenue decreased significantly from 2023 to 2025. We expect this trend to continue over the long term, and we believe our operating leverage will continue to support the improvement of our results of operations as our revenue scales.

Taking into account the substantial growth of our revenue, the improving trend of our gross profit margin, and the operating leverage demonstrated by the declining ratios of our operating expenses, we believe we are well positioned to improve our financial performance and to achieve profitability as we continue to execute our strategies. See "Business — Business Sustainability and Path to Profitability."

## COMPETITION

We operate in the enterprise cognitive intelligence algorithm market through our cognitive intelligent offerings. According to Frost & Sullivan, the size of enterprise cognitive intelligence algorithm market in China increased from RMB9.3 billion in 2021 to RMB27.4 billion in 2025, representing a CAGR of 31.0% and is expected to further increase to RMB142.2 billion by 2030, representing a CAGR of 39.0% from 2025 to 2030. Enterprise cognitive intelligence algorithm market in China remains relatively fragmented. In terms of revenue in 2025, we ranked as the fourth-largest enterprise cognitive intelligence algorithm service provider in China. In addition, in terms of revenue in 2025, we were the largest independent enterprise cognitive intelligence algorithm service provider in China. For further details regarding the industry landscape, market drivers and competitive position, see "Industry Overview."

## RISK FACTORS

Our business and the [**REDACTED**] involve certain risks, which are set out in the section headed "Risk Factors." You should read that section in its entirety carefully before you decide to [**REDACTED**] in our Shares. Some of the major risks we face include: (i) the enterprise cognitive intelligence algorithm industry in which we operate is characterized by intense competition and constant changes. If we fail to continuously innovate and adapt to evolving customer needs, our competitive position would be impacted and our business, financial condition and results of operations may be materially and adversely affected; (ii) we may not be able to sustain our historical growth, and our historical growth may not be indicative of our future growth or financial results; (iii) if we fail to retain existing customers, attract new customers or increase the spending by our customers, our business and results of operations may be materially and adversely affected; (iv) if the market for our products fails to grow as we expect, or if our customers or potential customers fail to adopt our products, our business, operating results, and financial condition could be adversely affected; and (v) we have made and expect to continue to make substantial investments in R&D. If we cannot continuously invest in our R&D activities while achieving technological innovation, our business, results of operations, financial condition and prospects may be materially and adversely affected.

## CONTROLLING SHAREHOLDERS

Immediately following the completion of the [**REDACTED**] (assuming that the [**REDACTED**] is not exercised), Dr. Xuan will be entitled to exercise approximately [**REDACTED**]% of the voting rights in our Company, through (i) [**REDACTED**] Shares directly held by him, and (ii) [**REDACTED**] Shares held through Shanghai Yingting, with Dr. Xuan being its general partner. Therefore, Dr. Xuan and Shanghai Yingting will constitute a group of Controlling Shareholders upon [**REDACTED**].

## PRE-[REDACTED] INVESTMENTS

We have undertaken several rounds of Pre-[**REDACTED**] Investments by our Pre-[**REDACTED**] Investors. See "History, Development and Corporate Structure – Pre-[**REDACTED**] Investments" for details of the background of our Pre-[**REDACTED**] Investors and the principal terms of the Pre-[**REDACTED**] Investments.

## APPLICATION FOR [REDACTED] ON THE STOCK EXCHANGE

We have applied to the Stock Exchange for the granting of the [**REDACTED**] of, and permission to [**REDACTED**] in, the H Shares in issue and to be issued pursuant to the [**REDACTED**] (including any Shares which may be issued pursuant to the exercise of the [**REDACTED**]) and the H Shares to be converted from Unlisted Shares. Our [**REDACTED**] is made on the basis that, among other things, we satisfy the market capitalization/revenue test under Rule 8.05(3) of the Listing Rules as: (i) our revenue for the year ended December 31, 2025, is more than HK$500 million; and (ii) our expected market [**REDACTED**] at the time of [**REDACTED**] based on the low end of the indicative [**REDACTED**] range exceeds HK$[**REDACTED**].

## DIVIDEND

During the Track Record Period, no dividends have been declared and paid by us. See "Financial Information — Dividends" for details of our dividend policy and the restrictions on our ability to declare and distribute dividends.

## [REDACTED]

Our [**REDACTED**] mainly include (i) [**REDACTED**]-related expenses, such as [**REDACTED**] fees and [**REDACTED**], and (ii) non- [**REDACTED**]-related expenses, comprising professional fees paid to our legal advisors and reporting accountant for their services rendered in relation to the [**REDACTED**] and the [**REDACTED**], and other fees and expenses. Assuming full payment of the [**REDACTED**], the estimated total [**REDACTED**] (based on the mid-point of the [**REDACTED**] Range and assuming that the [**REDACTED**] is not exercised) for the [**REDACTED**] are approximately HK$[**REDACTED**], accounting for approximately [**REDACTED**]% of our gross [**REDACTED**]. An estimated amount of HK$[**REDACTED**] for our [**REDACTED**] is expected to be expensed through the consolidated statements of comprehensive loss. The remaining amount of HK$[**REDACTED**] is expected to be recognized directly as a deduction from equity upon [**REDACTED**]. As of December 31, 2025, we did not incur [**REDACTED**] for the [**REDACTED**].

## [REDACTED]

[**REDACTED**]

## FUTURE PLANS AND USE OF [REDACTED]

We estimate that we will receive net [**REDACTED**] from the [**REDACTED**] of approximately HK$[**REDACTED**] (after deducting the [**REDACTED**] fees and other estimated expenses payable by us in connection with the [**REDACTED**]), assuming an [**REDACTED**] of HK$[**REDACTED**] per H Share, being the mid-point of the [**REDACTED**] range stated in this Document, and assuming the [**REDACTED**] are not exercised. In line with our strategies, we intend to use the net [**REDACTED**] for the following purposes: (i) approximately [**REDACTED**]% or HK$[**REDACTED**] will be allocated for technology innovation; (ii) approximately [**REDACTED**]% or HK$[**REDACTED**] will be allocated to industry innovation; (iii) approximately [**REDACTED**]% or HK$[**REDACTED**] will be allocated for industry and global expansion; and (iv) approximately [**REDACTED**]% or HK$[**REDACTED**] will be allocated for working capital and general corporate purposes. For additional details, see "Future Plans and Use of [**REDACTED**] — Use of [**REDACTED**]."

## COMPLIANCE AND LEGAL PROCEEDINGS

During the Track Record Period and up to the Latest Practicable Date, we had not been and were not involved in any material non-compliance incidents that have led to fines, enforcement actions or other penalties that could, individually or in the aggregate, have a material adverse effect on our business, financial condition and results of operations. We are committed to maintaining the standards of compliance with the laws and regulations applicable to our business. During the Track Record Period and up to the Latest Practicable Date, we were not a party to any actual or pending legal or administrative proceedings, which would have a material adverse effect on our business, financial position or results of operations as a whole. See "Business — Compliance and Legal Proceedings" for more information.

## RECENT DEVELOPMENT AND NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that as of the date of this Document, there has been no material adverse change in our financial, operational or trading position, indebtedness, contingent liabilities or prospects since December 31, 2025, being the end date of our latest audited financial statements, and there has been no event since December 31, 2025 that would materially affect the information shown in the Accountants' Report set out in Appendix I to this Document.